

Office of Strategic Business Operations (OSBO)

Director: Margaret Davis

OSBO serves as the organizational focus for the development of BPHC external affairs, organizational development, and management information systems. Specifically: (1) serves as BPHC's focal point for communication and program information dissemination; (2) serves as BPHC Executive Secretariat and BPHC focal point for records management policies and guidance; (3) leads strategic initiatives for the organizational development of the Bureau; (4) plans and coordinates internal training and staff development activities; (5) serves as BPHC focal point for the design and implementation of management information systems to assist and improve program performance and internal operations; and (6) consults and coordinates BPHC external affairs, organizational development, and management information systems with other components within HRSA and HHS, and with other Federal agencies, State and local governments, and other public and private organizations.

OSBO has three Divisions that carry out these key functions:

External Affairs Division

Serves as the organizational focus for communications and program information dissemination, utilizing a variety of technological media to support BPHC programs and activities. Works to streamline and centralize BPHC's response to inquiries so that we speak with a unified voice that provides accurate, timely, and valuable responses. Develops and supports effective and more efficient knowledge transfer methods within BPHC and to external stakeholders. Fosters improved communication flow internally among BPHC staff, so that all staff members are aware of changes, resources, and have access to the critical information they need to respond effectively.

- Leads the development of external and internal communications and notifications.
- Develops and maintains a system to receive, catalogue, and track information requests, responses, communication, and program information resources.
- Manages dissemination of information via the website, internal and external written communications, such as newsletters, and webinars.
- Coordinates BPHC responses to Freedom of Information Act requests and public inquiries (including media and legislative inquiries).
- Develops and implements processes and systems to improve the efficiency and timeliness of responses to external inquiries (e.g., SWIFTS).
- Coordinates BPHC communication and technological support for activities within HRSA and HHS, and with other Federal agencies, State and local governments, and other public and private partner organizations (such as collaboration on speeches, report development).

Organizational Development Division

Serves as the organizational focus for the development of BPHC staff, internal organizational strategic planning, and evaluation efforts in support of organizational goals and objectives. Supports and develops the staff and structure of the BPHC organization to meet the changing needs and new demands of our program. Builds the foundation of organizational excellence by retaining talented staff and supporting organizational strategic planning, training, and development that result in innovative process improvements that better serve our constituents.

- Leads BPHC staff development, training, and knowledge management activities.
- Develops and implements On-Boarding Curriculum for new BPHC staff.
- Designs a career progression framework and develops curriculum to support succession planning and leadership development.
- Identifies skill sets and core competencies for all roles across BPHC; develops curriculum to support gaps in core competencies and skill sets (analysis, writing, customer service).
- Designs a framework for and supports strategic planning development across BPHC with a focus on employee engagement, alignment with BPHC goals/balanced dashboard measures, and cross-Bureau collaboration.
- Implements cross-BPHC Learning Teams that support information, knowledge management, and employee engagement.

- Evaluates organizational activities and establishes technical support for BPHC process reengineering/internal innovations to achieve program goals.
- Coordinates BPHC organizational development activities with other components within HRSA and HHS, and with other Federal agencies, State and local governments, and other public and private organizations.

Systems Division

Plans, directs, and coordinates BPHC-wide information systems management activities. Systems are accessible and integrated to support cross functionality, track critical information, and improve timely program review and oversight.

- Designs, implements, and maintains management information systems that include the Electronic Handbooks (EHB) system and internal SharePoint pages.
- Develops and maintains the technology that supports information requests and response (e.g., BPHC Help Line).
- Supports a robust Help Line mechanism that can further centralize communication and responses to external inquiries regarding both systems and programmatic issues.
- Coordinates BPHC records management policies and guidance regarding Records Management.
- Establishes a transparent feedback system that informs and supports efforts to improve current management information systems.
- Coordinates BPHC systems management activities with other components within HRSA and HHS, and with other Federal agencies, State and local governments, and other public and private organizations.

OSBO Key Facts

- 65 staff (at full capacity)
- Staff have backgrounds and experience in:

Communications	Project Management	Strategic Planning
Training	Information Technology	Public Administration
- Managed an overall systems budget in Fiscal Year 2014 of over \$17 million.
- Conducted over 60 webinars in 2014 to provide technical assistance and training to health centers, applicants, and external partners.
- Coordinated over 50 webinars in 2014 to provide information and training to internal staff.
- Responded to over 7,000 Help Line inquiries in 2014.
- Responded to over 700 pieces of controlled correspondence related to the Health Center Program in 2014.